

2005
Harvard University's

Town Gown Report



for the
City of Cambridge

Submitted by:
Harvard Planning + Allston Initiative

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Institution Name: President and Fellows of Harvard College
Report for Time Period (e. g., spring '05 semester or 2004-2005 term): 2004-2005
Academic Year; unless otherwise noted, data reflects spring 2005.

Date Submitted: December 9, 2005

I. EXISTING CONDITIONS

A. FACULTY & STAFF

Please provide the following information about the current conditions and population at your Cambridge campus. Add clarifying comments as needed.

	2002	2003	2004	2005
Cambridge Based Staff				
Head Count	7,814	8,388	11,094 ¹	11,202
FTEs ²	7,225	6,970	8,788	8,923
Cambridge Based Faculty				
Head Count	1,719	2,253	1,525	1,518
FTEs ²	1,497	1,757	1,355	1,359
Number of Cambridge Residents Employed at Cambridge Facilities				
	3,044	3,600	3,670	3,825
Number of Cambridge Residents Employed at Boston Facilities				
	626	665	620	645

Ten-year projection

Growth projections are influenced by many factors and no central University department has undertaken such projections for faculty and staff counts. However, the two largest schools in Cambridge, the Faculty of Arts and Sciences and the Law School, have made commitments to improve the student academic experience through a number of measures, including reduced class sizes. This will result in an increase in the number of faculty positions. It is likely that additional staff will be required to support these new faculty positions.

¹ In 2004, Harvard continued to employ approximately the same number of staff and faculty as the preceding year. However, staff counts appeared to have increased for two reasons. First, the University implemented a new payroll system that tracks certain sub-categories of staff employees who were not tracked in prior years. Secondly, some staff sub-categories were incorrectly classified in previous reports as faculty. This classification error also explains why faculty counts appear to have decreased in 2004.

² "FTE" refers to Full Time Equivalent employees, which treats part-time workers as a fraction of a full time position based on the number of hours worked per week.

B. STUDENT BODY³

Please provide the following statistics about your Cambridge-based student body⁴:

	2002	2003	2004	2005
Total Undergraduate Students:	7,085	7,050	7,000	6,947
Day:	6,650	6,649	6,597	6,562
Evening:	435	401	403	385
Full Time:	6,831 (181)	6,822 (182)	6,767 (176)	6,722 (160)
Part Time:	254 (254)	228 (219)	233 (227)	225 (225)
Total Graduate Students:	8,887	8,895	9,139	9,223
Day:	8,261	8,224	8,463	8,631
Evening:	626	671	676	592
Full Time:	8,119 (177)	8,098 (148)	8,316 (140)	8,372 (87)
Part Time:	768 (449)	797 (523)	823 (536)	851 (505)
Total Non-degree Students:	4,819	5,328	5,062	4,821
Day:	(not requested)	383	304	351
Evening:	(not requested)	4,945	4,758	4,470
Total Number of Students in Cambridge:	20,791	21,273	21,201	20,991

Numbers in italics represent students in Extension School

Ten-year projection

As is the case with faculty and staff counts, no central University department has undertaken projections regarding future student population. According to data compiled by the University's Institutional Research group, since 1996 Harvard's undergraduate student population has remained relatively stable at just over 6,500 students. The graduate student population has varied somewhat year to year with an increase of approximately 650 students since 1997. The Extension School degree student population has remained relatively stable during the same time period.

³ Include all non-degree students enrolled in day or evening classes, such as persons taking Harvard Extension classes.

⁴ Counts as of October 15, 2004

C. STUDENT RESIDENCES

	2002	2003	2004	2005
Number of Undergraduate Students Residing in Cambridge				
In dormitories	6,356	6,445	6,404	6,498
With cars garaged in Cambridge	69	113	128	67 ⁵
In off-campus, affiliate housing	95	91	82	85
In off-campus, non-affiliate housing ⁶	200	123	105	64

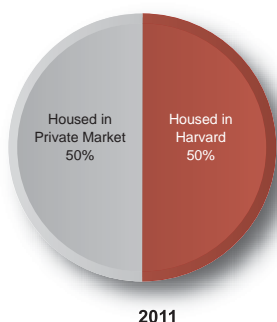
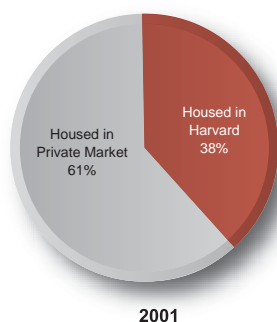
Number of Graduate Students Residing in Cambridge				
In dormitories	1,280	1,430	1,456	1,436
With cars garaged in Cambridge	185	174	172	97 ⁵
In off-campus affiliate housing	1,214	1,081	1,268	1,356
In off-campus, non-affiliate housing	3,140	3,086	3,123	3,135

Ten-year projection

Harvard's housing stock is managed as a University-wide resource and housing targets are based on considerations of the housing needs of the University community as a whole, including those of students participating in executive education programs, junior faculty, and family members of graduate students.

In addition to housing nearly 100% of its undergraduates, Harvard currently houses approximately 40% of its graduate students. In 2001, the University established a 10 year goal of being able to house 50% of its graduate students in either dormitories or affiliated housing. At that time Harvard housed 38% of its graduate students (23% in dormitories and 15% in affiliated housing).

The addition of approximately 500 graduate student beds in the Riverside housing projects will allow the University to house an additional 4% of its graduate students. Harvard is also building 251 beds in the Fenway area of Boston. The completion of the Riverside and Fenway housing projects will provide the University the capacity to house 50% of its graduate students well ahead of the targeted deadline.



*Graduate Students Housed
2001 vs. proposed 2011*

⁵ In 2005 the number of cars garaged in Cambridge by undergraduate and graduate students has been reduced due to 1) the opening of the One Western Avenue garage in Allston and subsequent relocation of student tenant parkers to that facility and 2) lighting and electrical restoration work in Peabody Terrace garage that has resulted in the need to keep spaces open to work.

⁶ For the purpose of this report, affiliate housing is defined as other housing owned by the institution that is available only to members of the academic community. Affiliate housing does not include either dormitories or housing available for rent to persons who are not affiliated with the institution.

D. FACILITIES & LAND OWNED

	2002	2003	2004	2005
Acres (Tax Exempt)	190	190	194 ⁷	198 ⁸
Acres (Taxable)	28	33	29	29
Number of Buildings	301	301	302	302
Dormitories				
Number of Buildings	91	91	91	91
Number of Beds	8,320	7,933	7,950	7,950
Size of Buildings (gfa)	12.77M	12.94M	12.95M	13.4M
Classroom	Not requested	Not requested	636,701	520,370
Lab/studio	Not requested	Not requested	2,125,015	2,165,610
Office	Not requested	Not requested	1,922,309	2,140,725
Library	Not requested	Not requested	1,177,675	1,193,939
Athletic	Not requested	Not requested	217,799	217,799
Assembly/museum	Not requested	Not requested	901,412	871,100
Support	Not requested	Not requested	562,316	933,512
Healthcare	Not requested	Not requested	78,850	78,850
Residential	Not requested	Not requested	5,065,588	5,020,519
Commercial	295,100	288,064	261,076	262,699

⁷ In 2004, the Blackstone Station property was re-classified to tax-exempt based on its institutional use. Additionally, the property at 153 Mount Auburn Street, which was donated to Harvard, was added to Harvard's tax-exempt property.

⁸ The increase in exempt land area from 2004 to 2005 is a result of changes in data maintained by the City's Assessor's Office and not the result of land acquisition or reclassification of tax status (although the University has acquired a theater condominium unit at Zero Arrow Street, which is a tax exempt property). Harvard's calculation of land area for the Town Gown Report is based on the 3ABC filing submitted to the City of Cambridge annually. In preparing the 3ABC filing, the University obtains information relating to assessed valuations and land square footage from the City of Cambridge Assessor's database. In 2003-2004, the Assessing Department conducted a relisting of exempt properties city-wide. The process included review of lot lines and, in some cases, deed research that resulted in corrections to recorded square footage. As a result, the recorded land area for several Harvard-owned parcels has increased in the Assessor's database and therefore on the Tax Report 3ABC.

Parking Facilities

This section refers to parking spaces maintained in Cambridge only. Provide figures for the Campus as a whole and for each sub-area/precinct. Attach additional information as necessary.

Parking Facilities	Campus	Sub-Area 1	Sub-Area 2
Sub-Area Name			
Number of parking spaces maintained for students (include resident and commuter parking):			
Number of parking spaces maintained for faculty, staff and visitors:			

Harvard University owns and maintains 4,536 non-commercial supporting parking spaces in the City of Cambridge. These spaces constitute the University's parking inventory and are used to support the operations of the University and accommodate faculty, staff, student, and visitor parking. When Harvard submitted its Parking and Transportation Demand Management Plan, which was approved by the City of Cambridge in July 2003, we also provided a detailed inventory of Harvard's parking spaces that is updated annually each December.

Housing (Do not include any information about dormitories in this table.)

	2002	2003	2004	2005
Tax-Exempt Affiliate Housing				
Number of Units	866	880	880	880
Number of Buildings	8	8	8	8
Taxable-Affiliate Housing				
Number of Units	889	749	766	765
Number of Buildings	49	52	52	52
Tax Exempt-Other Housing				
Number of Units	None	None	None	None
Number of Buildings	None	None	None	None
Taxable-Other Housing				
Number of Units	270	None	None	None
Number of Buildings	39	None	None	None

Property Transfers: ⁹

Please list Cambridge properties purchased since filing your previous Town Gown Report

- 16-16A-16B Grant Street
- Zero Arrow Street (theater condominium)

Please list Cambridge properties sold since filing your previous Town Gown Report:

- 34-36 Walker Street

Please describe any planned dispositions or acquisitions:

- None

⁹ As reported on Tax Report ABC submitted to the City of Cambridge March 2005

E. REAL ESTATE LEASED

Please attach to the report a table listing of all real estate leased by your educational institution within the City of Cambridge. Include the following for each lease:

- street address
- approximate area of property leased (e. g., 20,000 SF, two floors, entire building, etc.)
- use (e. g., institutional/academic, student activities/athletic, housing, etc.)

If your institution does not lease any real estate within the City of Cambridge, you may omit this section.

Real Estate Leased by Harvard	Square Feet	Tenant	Use
1 Bow Street	8,450	FAS	Office
1 Brattle Square	18,737	KSG	Office
1 Story Street	6,125	DCE	Classroom
10 Appian Way	800	GSE	Office
10 Ware Street	2,000	UIS	Office
104 Mt. Auburn Street	17,612	FAS	Office
104 Mt. Auburn Street	14,332	Provost	Office
1100 Massachusetts Avenue	7,015	Provost	Office
124 Mt. Auburn Street	56,520	KSG	Office
124 Mt. Auburn Street	20,874	OHR	Office
124 Mt. Auburn Street	25,385	HUDO	Office
124 Mt. Auburn Street	9,765	GSE	Office
124 Mt. Auburn Street	2,499	SPH	Office
124 Mt. Auburn Street	698	G&CA	Office
125 Mt. Auburn Street	36,564	Law	Office
1280 Massachusetts Avenue	7,483	HUL	Office
1408–1414 Massachusetts Avenue	50,000	FAS	Office
1430 Massachusetts Avenue	8,054	FAS	Office
155 Fawcett Street	3,500	FAS/ART	Office
155 Fawcett Street	34,000	FAS/ART	Warehouse
25 Mt. Auburn Street	10,162	LASPAU	Office
3 Bow Street	3,855	Parking Office	Office
320 Bent Sreet	17,745	FAS	Laboratory
320 Charles Street	9,762	HMS	Laboratory
44R Brattle Street	8,417	GSE	Office
5 Bennett Street	6,030	KSG	Office
625 Massachusetts Avenue	70,762	FAS	Office
77 Trowbridge Street	9,200	HRES	Residential
One Kendall Square	27,000	HMS	Laboratory
Total:	493,346		

Harvard also leases approximately 300,000 SF of commercial and other retail space to a variety of non-University tenants, many of which are unique businesses that add to the vibrancy and vitality of Cambridge. This space is generally on the street level of buildings where the upper levels have institutional use.

PAYMENTS TO CITY OF CAMBRIDGE:¹⁰

	FY02	FY03	FY04	FY05
Total Payments	\$10,366,585	\$11,965,986	\$12,083,442	\$13,771,156
Real Estate Taxes Paid	\$4,612,776	\$4,475,919	\$5,090,960	\$5,178,764
Payments in Lieu of Taxes	\$1,725,286	\$1,807,269	\$1,772,264	\$2,751,204
Water and Sewer Fees Paid	\$3,141,148	\$4,759,736	\$4,612,894	\$4,336,267
Other Fees and Permits Paid	\$887,375	\$923,062	\$607,324	\$1,504,921

Ten-year projection:

Based on the recently signed renewed PILOT Agreement with the City of Cambridge, and the payment schedules provided to the City at the time of negotiation, the amount that Harvard University will pay in PILOT to the City of Cambridge for the next 10 Years is approximately \$25 million. Other future payments to the City cannot be projected.

¹⁰ Fiscal Years for the City of Cambridge begin on July 1 and end on June 30 of the following year. For example, FY 02 for the City of Cambridge includes the period from July 1, 2001 through June 30, 2002.

II. FUTURE PLANS NARRATIVE

On page 12 of the 1991 Report of the Mayor's Committee on University-Community Relationships, the members of the Town-Gown Committee agreed that "Universities should offer statements of their future needs to the city and plans responding to those needs. These plans should include specific statements about known development projects and their status; forecasts of faculty, staff or student population growth; and identified needs that do yet have solutions . . . These plans should address known concerns of the community, such as parking and/or tax base erosion."

Describe your institution's current and future physical plans:

- Employ a planning horizon of ten years;
- How do you see your campus evolving to address your institution's strategic goals and objectives;
- Describe the goals and needs that you address through your plans;
- Identify and describe plans for future development of the sub-areas/precincts of your campus, being certain to address the institution specific information requests and questions found in Section VI (coordinate with Map 4 in Section IV);
- Identify future development sites on your campus (coordinate with Map 4 in Section IV);
- Include in your discussion the relationship of planned and projected institutional development to adjacent residential districts within Cambridge and any impacts that might result;
- Include in your discussion the relationship of planned and projected institutional development to adjacent retail and commercial districts within Cambridge and significant impacts that might result (e. g., loss or relocation of retail space, etc.).

PLANNING CONTEXT

Harvard University's 2004 Town Gown Report (available on-line at www.hpai.harvard.edu) includes an extensive discussion about Harvard's future planning in Cambridge. The drivers of growth, the planning context, and the planning opportunities outlined last year remain unchanged and are briefly outlined below.

Drivers of University Growth

Harvard's physical plans are driven by the University's teaching and research mission. Current planning and building address programmatic needs in the following areas:

Interdisciplinary Pursuits in the Sciences

It is Harvard's intent to maintain excellence in the basic sciences far into the future. All four campuses – Cambridge, Allston, Longwood Area, and Arnold Arboretum – will be locations for cutting edge work in the sciences and technology.

Improved Undergraduate Student Experience

To maintain Harvard's competitiveness with comparable universities, Harvard is planning improved academic environments and additional student social space.

Housing for Harvard Affiliates

Harvard has established a goal of housing at least 50% of its graduate, professional, and medical students, and this new residential development will take pressure off the private housing market and will result in increases in the availability of housing for Cambridge residents.

Professional Schools

Harvard is exploring three potential models to maintain and improve excellence in its graduate school programs: one that enables schools to pursue a more robust portfolio of executive programs; one focused on the principles and practice of leadership; and one that uses issues leaders face in society as a framework within which to generate collaborative work, programs, and conferences.

Arts and Culture

Cultural activities are an integral part of a vibrant urban campus. Ideally, they can serve both the community and the University, and enrich the life of each constituency.

Existing Conditions

Planning for Harvard's Cambridge campus takes place within a framework of existing conditions. Understanding the varied patterns that make up the campus' physical fabric provides a framework for understanding the Cambridge campus as a whole and helps shape future planning efforts. University planners have analyzed existing conditions from a number of perspectives. The maps contained in the 2004 Town Gown Report on pages 14-20 and reproduced in Appendix I of this report illustrate the following themes:

Regional Scale

Harvard's real estate encompasses five non-contiguous campuses in three different municipalities. Like other key institutions in the Boston metropolitan area, Harvard is located within mature urban neighborhoods. Like MIT and Boston University, Harvard is located adjacent to the public spaces that frame the banks of the Charles River.

Land Use

Harvard is an urban campus in which University and urban land uses share common edges where most residential and commercial University functions are located. Thoughtful planning and design can minimize impacts and enhance opportunities at these campus edges. Appropriate density and height, adequate open space and sensitive architectural design can create positive transitions between institutional and non-institutional uses.

Administrative Structure

Harvard has historically planned future development within each faculty in a decentralized manner. Harvard's faculties and administrative entities have managed their own physical assets independently. Increasingly, Harvard is coordinating planning across school boundaries and is looking at development comprehensively.

Open Space

Harvard's open space in Cambridge is comprised of a diverse collection of quadrangles, courtyards, gardens and pathways that provide the physical core and structure of the campus. This open space network connects to the city street system and contributes to the creation of a vibrant pedestrian-oriented environment shared by City residents and the campus community.

Transportation

Harvard in Cambridge is primarily a pedestrian campus. Harvard's shuttle system and the public transit system connect the Cambridge campus with the other Harvard campuses and affiliate institutes. This extended network decreases the University population's reliance on the automobile.

Historic Resources

Harvard is the oldest university in North America. Many of Harvard's buildings have historic designations. These historic buildings represent great opportunities for the preservation and enhancement of the unique character of Harvard and contribute to the urban design character of the City.

Planning Opportunities

As Harvard continues to develop the campus in Cambridge, there will be opportunities to put University-wide planning principles into practice. Some of the ways to achieve this include:

- Transitioning development at campus edges to be responsive to the existing pattern of development;
- Endeavoring to maintain full occupancy in University-owned retail properties in Harvard Square and, when vacancies occur, striving to tenant these properties with uses that are compatible with and supportive of a vibrant Harvard Square environment;
- Transforming unattractive surface parking areas to academic and open space by concealing parking facilities underground;
- Designing projects that enhance pedestrian pathways;
- Pursuing adaptive re-use of existing facilities when feasible;
- Mitigating adverse environmental impacts, especially in the design of rooftop and other mechanicals, outdoor trash storage areas, and loading docks.

At the same time that Harvard is planning for the Allston campus, University planners are analyzing campus frameworks and systems University-wide. In the past year, Harvard adopted sustainability principles and published transportation guidelines.

Sustainability

Sustainability Principles

Harvard is committed to developing and maintaining an environment that enhances human health and fosters a transition toward sustainability. New campus development at Harvard will adhere to the following Sustainability Principles, which were adopted in October 2004. These principles are intended to guide Harvard's practices toward sustainability through the management of building design, construction, renovation, procurement, landscape, energy, water, waste, emissions, transportation, human health, and productivity. Sustainability should be advanced through research, analysis, and experience gained over time. To that end, Harvard University is committed to continuous improvement in:

- Demonstrating institutional practices that promote sustainability, including measures to increase efficiency and use of renewable resources, and to decrease production of waste and hazardous materials, both in Harvard's own operations and in those of its suppliers;
- Promoting health, productivity, and safety of the University community through design and maintenance of the built environment;
- Enhancing the health of campus ecosystems and increasing the diversity of native species;
- Developing planning tools to enable comparative analysis of sustainability implications and to support long-term economic, environmental, and socially responsible decision-making;
- Encouraging environmental inquiry and institutional learning throughout the University community;
- Establishing indicators for sustainability that will enable monitoring reporting and continuous improvement.

More information about Harvard's sustainability programs is available at www.greencampus.harvard.edu.

Transportation

Campus Transportation Guidelines

Harvard has finalized Transportation Guidelines for the Cambridge campus. These guidelines are intended to inform transportation decisions as part of the planning process for new capital projects. While the Cambridge campus already prioritizes pedestrians over vehicles, other alternative modes of transportation such as bicycles and transit are also important components of Harvard's overall transportation network. The Guidelines seek to promote the use of alternative non-automobile modes of transportation on a coordinated campus-wide basis.

The Guidelines focus on four key components of Harvard's transportation network: pedestrian environment, bicycles, transit, and vehicular accommodation. For each component, the document provides guidance and recommendations for accommodating and promoting various transportation modes, and identifies specific considerations that should be addressed as part of the planning of campus capital projects.

The Guidelines have been distributed to all schools and departments that are involved in the planning of capital projects on the Cambridge campus, and will be used by project planners to improve the transportation components of their projects.

The Guidelines seek to promote the following key transportation objectives:

Pedestrian Environment

- As the campus develops, important connections should be strengthened and new connections provided between popular origins and destinations.
- Campus pathways should meet the needs of intended users including pedestrians, bicycles, wheelchairs, and service/emergency vehicles. They should provide adequate width, sight distance, accessible grades, suitable materials and other safety characteristics.

Bicycles

- As the campus develops, important connections should be strengthened and new connections provided to meet the needs of commuter and non-commuter cyclists.
- To complement a strong bicycle network, adequate bicycle parking and amenities should be provided for the convenience and security of cyclists, further encouraging bicycling as a primary mode of transportation.

Transit

- The Harvard shuttle service should continue to be developed and evaluated to best serve the Harvard campus. Opportunities for further integration with other public and private transportation services should be pursued.

Vehicle Accommodations

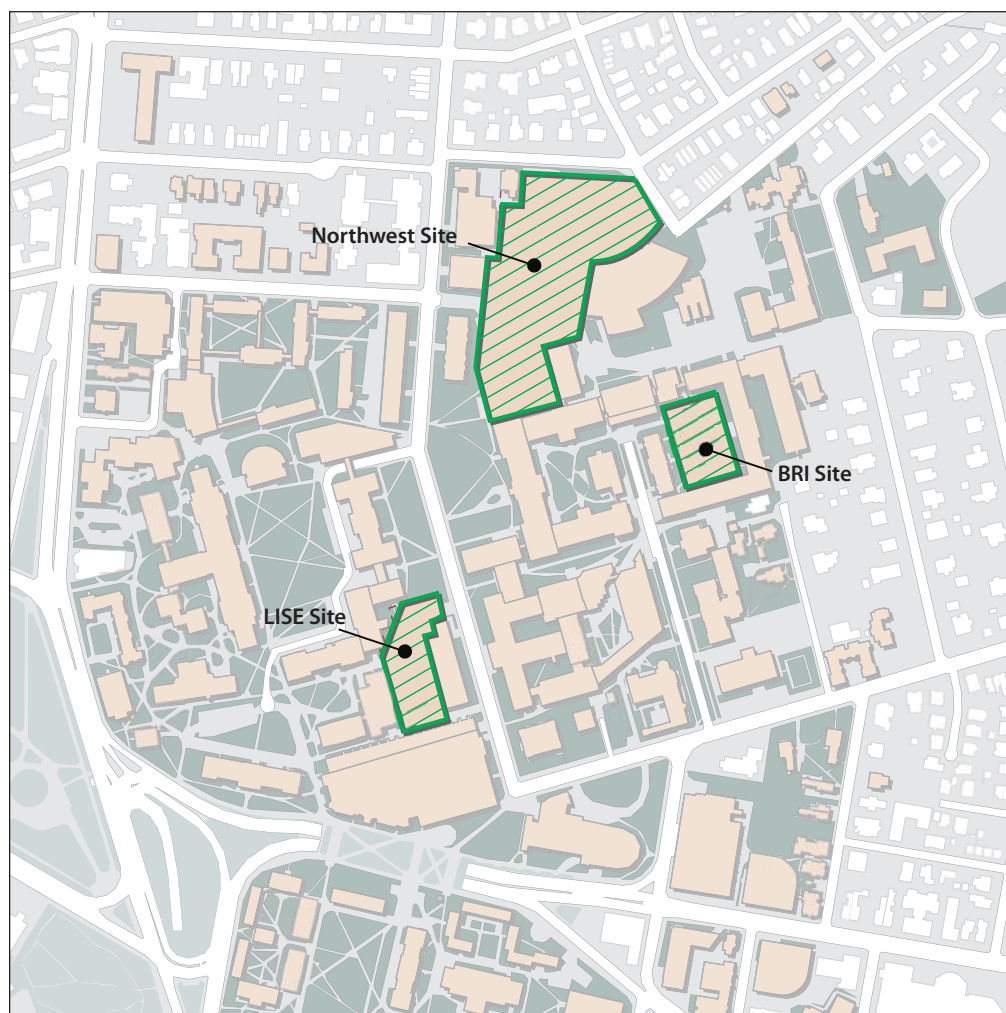
- In areas where it is necessary to accommodate vehicles on campus, the importance of vehicles should be de-emphasized and a safer environment promoted for pedestrians in all campus parking lots and service areas.

SIGNIFICANT PROJECTS IN CONSTRUCTION

Science in the North Campus

North Campus Science Buildings Sites

Over the next several years Harvard will complete a number of significant projects in Cambridge that satisfy the programmatic needs of the University's teaching and research mission. These projects in construction respond to the City's urban design goals and the University's planning principles.



Recognizing the increased importance of science teaching and research within the larger mission of Harvard University, the Faculty of Arts and Sciences ("FAS") has made a commitment of resources in support of both the life sciences and physical sciences. Growth in these academic areas, both in the number of faculty and in new initiatives providing scientific core facilities, has generated a need for additional laboratory space in close proximity to FAS' existing science buildings in the northern portion of the Cambridge campus. Some of these needs have been met by infill projects as called for by the City's Growth Policy Document. Three new buildings currently in construction - the Northwest Building, the Laboratory for Integrated Science and Engineering ("LISE"), and the Biological Research Infrastructure ("BRI") - will provide additional expansion space. These projects are expected to be completed within the next two years. Planning descriptions for these buildings are contained in previous Town Gown Reports (Northwest: 2004 Report; LISE: 2003 Report; BRI: 2002 Report). The following are descriptions of the academic and research uses of these important new science buildings.

Northwest Building

The Northwest Building is intended to accommodate collaborative research and teaching efforts of researchers from many different disciplines such as neurobiology, systems biology, bioengineering/biophysics, particle physics, and cosmology. Cross-disciplinary study in fields such as molecular and cellular biology and applied physics and engineering will enable research in such areas as tissue engineering, biological imaging, drug delivery/biological transport systems, retinal implants, and other biomechanical devices. With these researchers working collaboratively with their colleagues in neuroscience, the opportunity for developing engineering solutions to physiological and neurological problems is a very real and exciting possibility. In addition to laboratory and office space for faculty research groups, and a significant number of classrooms for undergraduate and graduate teaching, the Northwest Building will provide space for core support facilities such as imaging, mass spectrometry, and DNA sequencing. Construction updates are available at www.construction.fas.harvard.edu.

Laboratory for Integrated Science and Engineering (“LISE”)

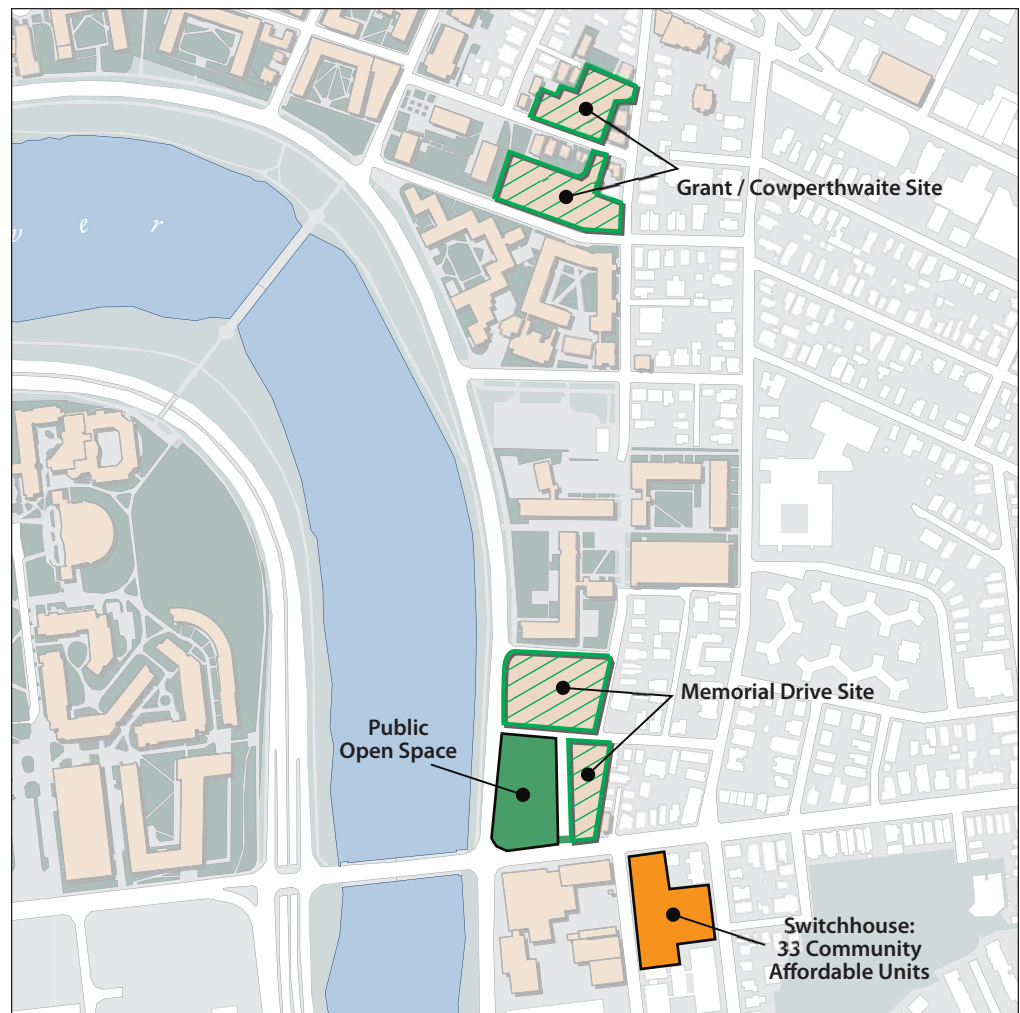
LISE will create a home for the Center for Nanoscale Systems (CNS), which will bring together faculty members and research groups from a range of disciplines within the physical sciences including materials science, physics, chemistry, and engineering. In addition to laboratory and office space for faculty and their research groups, LISE will enable CNS to provide a core facility of technically sophisticated nanofabrication and imaging tools for use by numerous research groups thereby creating a single shared high quality scientific workspace. Consolidation of this very expensive and technically sophisticated equipment into new shared facilities in LISE will allow a more efficient use of space, technical personnel and financial resources, and it will also enable greater access to this technology and collaborative opportunities for a number of researchers across FAS. For more information on the Center for Nanoscale Systems visit www.cns.fas.harvard.edu. Construction updates are available at www.construction.fas.harvard.edu.

Biological Research Infrastructure (“BRI”)

The BRI is designed as a state-of-the-art facility for housing living animals for observation and research. This new facility will allow FAS to replace the aging existing facilities located in its Biological Laboratories building and increase the animal housing capacity available to researchers. Much of the work involves genetic studies, where the health or behavior of animals is assessed in the presence or absence of different genes. Using these techniques, researchers are able to study the genetic basis for many diseases at the cellular level, including cancer, heart disease, diabetes, and neurological disorders. These studies can reveal the root causes of disease as well as furthering our fundamental understanding of the basic principles of biology, which in many past instances has led to new therapies, cures, and prevention of disease. Animals participating in these research studies are treated with care and respect, as required by University and federal policy, and used only when other research methods, such as mathematical models, computer simulation and *in vitro* studies, are not appropriate, in accordance with federal guidelines. Construction updates are available at www.construction.fas.harvard.edu.

Housing in Riverside

Riverside Housing Sites



Harvard plans to advance its goal of housing 50% of graduate students by developing new housing the University-owned sites at Memorial Drive and Banks / Cowperthwaite Streets in Riverside. These sites are optimal for housing as they are located within walking distance of the academic core and are adjacent to other residential uses. Harvard has been granted special permits from the Planning Board for these two projects and for the development of affordable community housing at the Switch House. As the result of an agreement among the Cambridge City Council, Riverside residents and Harvard, the University is committed to providing a number of important community benefits as it develops these sites. The community benefits include the creation of publicly accessible open space on the corner of Western Avenue and Memorial Drive, and the development of 33 affordable and moderate-income home ownership units at the Switch House.

Harvard Housing at Memorial Drive



View from Banks Street

At the Memorial Drive site, Harvard is developing 167 units of housing for graduate students, faculty and staff and several units of community affordable housing. This development will consist of a graduate student dormitory and three wood frame houses. Public open space will be created on a 34,000 square feet area fronting on Memorial Drive. Construction updates are available at www.construction.harvard.edu.

Harvard Housing at Grant / Cowperthwaite Streets



*View from
Cowperthwaite Street*

Harvard is developing 144 units of housing for graduate students, faculty, and staff at the Grant / Cowperthwaite Street site. This development will consist of a graduate student dormitory and seven wood frame houses. Upon completion, the project will include traffic calming improvements to Cowperthwaite Street and a new shuttle bus shelter. Construction updates are available at www.construction.harvard.edu.

Community Housing at the Switch House

*View from
Blackstone Street*



Harvard is planning to renovate the Switch House at 25-45 Blackstone Street to develop 33 units of community affordable homeownership. These units will accompany Harvard's successful completion of the Grant / Cowperthwaite site, in accordance with the Letter of Commitment with the City of Cambridge. Construction updates are available at www.construction.harvard.edu.

Improved Undergraduate Student Life

Improving the quality of undergraduate student life is an important goal for the University. FAS has recently committed to renovating several thousand square feet of space on campus for cultural, social, study, and recreational use.

The New College Theatre



West Elevation

Harvard acquired the Hasty Pudding building in September 2000 from The Hasty Pudding Club – Institute of 1770. The New College Theatre renovation will entail significant access improvements, interior work (including reconfiguration of space), and extensive exterior restoration. The rear portion of the building - which contains the existing theater - will be demolished and reconstructed as new theater and rehearsal space, while the original front portion of the building will be carefully restored. This project received a Certificate of Appropriateness from the Cambridge Historical Commission on October 2, 2003. Construction began in June 2005 and will continue for approximately two years. Construction updates and notices are available on-line at www.construction.fas.harvard.edu.

Hilles Library

The Harvard College Library services in the Hilles Library have been consolidated. Construction to create the Quad Library on the first floor of Hilles was completed in the fall of 2005. The Quad Library opened on October 4th. Planning and discussion of the future use of the upper floors of Hilles will continue through the fall of 2005.

Infrastructure Improvements

The University Operations Services department (“UOS”) is responsible for the maintenance and expansion of the University’s centralized utility systems and infrastructure review for major capital building renovation and construction projects. The improvement and expansion of these systems is essential for the support of Harvard’s new and existing buildings.

Blackstone Station



Site plan showing new green space at Blackstone, including a bioswale

To enable UOS to consolidate its operations in one location, Harvard is currently upgrading and retrofitting several buildings at Blackstone Station, located at the corner of Western Avenue and Memorial Drive. The project is being designed with environmental sustainability as a priority and includes a significant increase in the amount of landscaped area on this site. Another important goal is to maintain and respect the historic envelopes of Blackstone’s buildings, many of which were constructed in the early twentieth century and have received little capital investment in decades. This facility will serve as the headquarters for UOS personnel including Parking Services, Engineering & Utilities, Facilities Maintenance Operations, Environmental Health & Safety, and the Harvard Green Campus Initiative.